

2018

Marketing & Open Enrollment Assistance Advisory Group

June 29, 2018

1601 Exposition Blvd Sacramento, California

Agenda

Introductions / Today's meeting

Covered California Market Update

Marketing Report

Communications Report

Outreach & Sales Report

Historical Review and Open Discussion

Doug McKeever

Chief Deputy Director

Doug McKeever

Chief Executive Deputy Director

Colleen Stevens

Director of Marketing

Jagdip Dhillon

Communications Manager

Terri Convey

Outreach & Sales Director

MOEA Advisory Group



Today's Meeting

- COVERED CALIFORNIA UPDATES AND REPORTS
 - Marketing, Communications, Outreach & Sales
- HISTORICAL REVIEW & OPEN DISCUSSION
 - Discuss purpose, scope, structure and go-forward approach

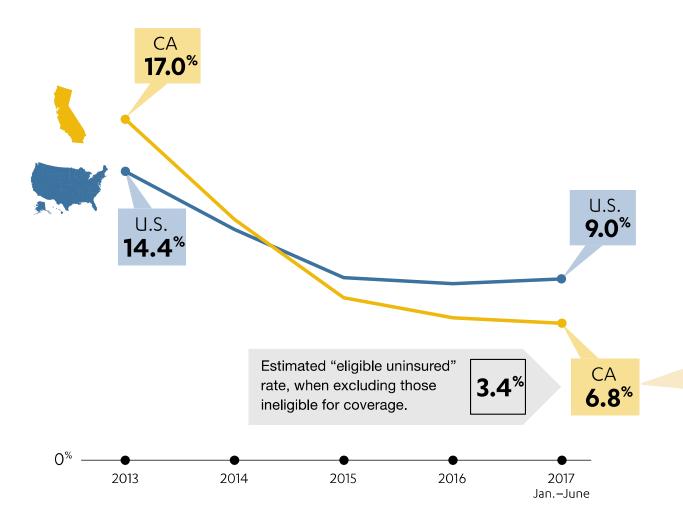


Covered California Market Update

Doug McKeever
Chief Deputy Executive Director



Coverage expansion having dramatic effects in California



With California's expansion of Medicaid and the creation of a state-based marketplace, the rate of the uninsured has dropped to historic lows. Almost 4 million new enrollees are in the Medi-Cal program and 1.3 million people are enrolled through **Covered California.**



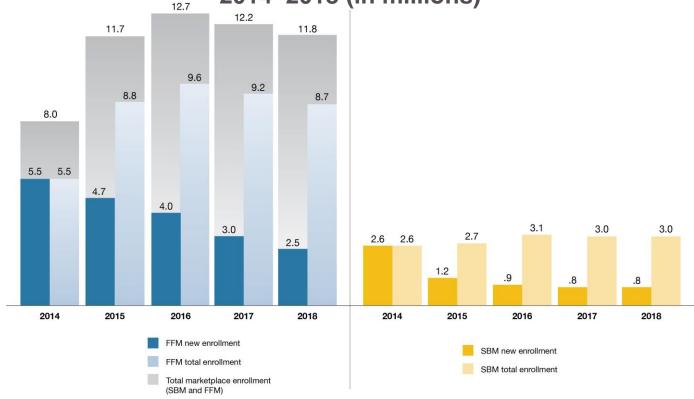
Source: U.S. Centers for Disease Control and Prevention's National Health Institute Survey

Enrollment Trends 2014 - 2018

Federally Facilitated Marketplace (FFM) Showing DRAMATIC DECLINE in NEW ENROLLMENT

- Total marketplace enrollment <u>declined</u>
 4% from 2017 to 2018 and <u>declined</u> by 7% percent since 2016.
- The federally-facilitated marketplace enrollment <u>declined</u> 38% in new enrollments since 2016 — from 4 million to 2.5 million.
- Covered California's overall enrollment
 has been <u>stable</u> since 2015, with each year
 attracting about the same number of new
 enrollees during open enrollment, which
 helps <u>maintains a healthy risk mix</u> and put
 downward pressure on premium increases.

National Enrollment Trends, New and Total Enrollment, 2014–2018 (in millions)



Centers for Medicaid and Medicare Services (2014-2016). "Marketplace Open Enrollment Period Public Use Files" (last modified May 11, 2017): https://www.cms.gov/Research-Statistics-Data-and-Systems/Statistics-Trends-and-Reports/Marketplace-Products/index.html

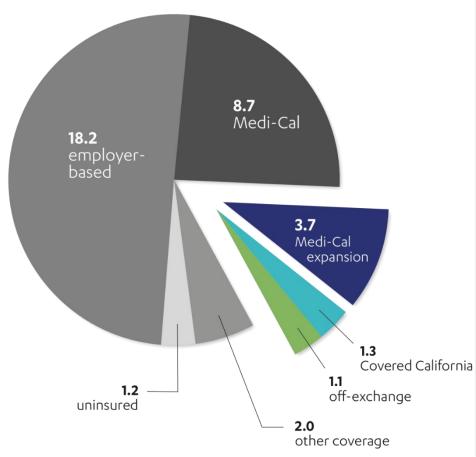
Centers for Medicaid and Medicare Services (2017). "Final Weekly Enrollment Snapshot For 2018 Open Enrollment Period" (Dec. 28, 2017): http://www.cms.gov/Newsroom/MediaReleaseDatabase/Fact-sheets/2017-Fact-Sheet-items/2017-12-28.html
National Academy for State Health Policy (2018). "State Health Insurance Marketplace Enrollment (Plan Selections) 2017 and 2018" (Feb. 7, 2018): https://nashp.org/state-health-insurance-marketplace-enrollment-2017-and-2018/



California's 2015 health care market

Ages 0 to 64
In millions

The Affordable Care Act has dramatically changed the health insurance landscape in California with the expansion of Medicaid, Covered California and new protections for all Californians.



- As of September 2017,
 Covered California had
 approximately
 1.4 million members who
 have active health
 insurance. California has also
 enrolled nearly 4 million more
 into Medi-Cal.
- market (off-exchange) can get identical prices and benefits as Covered California enrollees.

Estimates based on survey data and adjusted for latest available administrative data, including:

- American Communities Survey, 2015 1-year estimates (Table B27010)
- CDC/National Health Interview Survey (2017) (https://www.cdc.gov/nchs/data/nhis/earlyrelease/insur201702.pdf)
- Covered California Active Member Profile (http://hbex.coveredca.com/data-research)
- DMHC and CDI data on enrollment in December 2015 ("AB 1083 reports") as compiled by California Health Care Foundation (http://www.chcf.org/publications/2016/09/california-health-plans-insurers)
- Department of Health Care Services Medi-Cal Medi-Cal Monthly Enrollment Fast Facts (Sept 2016) (http://www.dhcs.ca.gov/dataandstats/statistics/Documents/Fast_Facts_Sept_16_ADA.pdf)

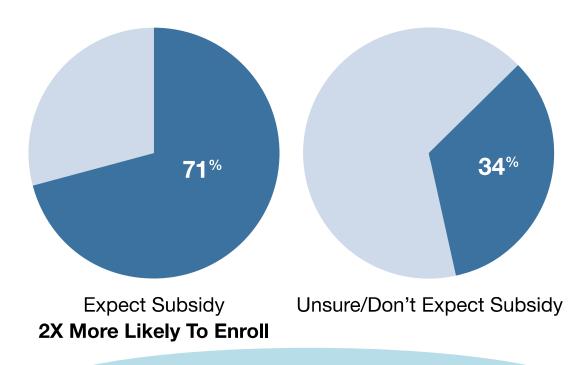


Marketing & outreach is crucial even with great brand recognition

- 96% are aware of Covered California
- ~75% of the uninsured don't know they qualify for subsidies.
- Subsidy-eligible individuals are twice as likely to enroll.

Covered California Sentiment Research Wave 2: A Quantitative Study on Current Attitudes and Select Insured Californians Toward Health Insurance Coverage. Greenberg Strategy. Oct. 5, 2017 (http://www.coveredca.com/PDFs/October 2017 Covered California Sentiment Survey FINAL.pdf)

Uninsured: Expectation of Subsidy Eligibility is Associated with Higher Intent to Enroll — 2017



If consumers know they are subsidy eligible, they are twice as likely to enroll

See "Marketing Matters: Lessons From California to Promote Stability and Lower Costs in National and State Individual Insurance Marketing Matters: http://hbex.coveredca.com/data-research/library/CoveredCA Marketing Matters 9-17

https://coveredcanews.blogspot.com/2017/10/new-survey-highlights-continued-need.html



Marketing Matters

Lessons from
California to *Promote*Stability and Lower
Costs in National and
State Individual
Insurance Markets





















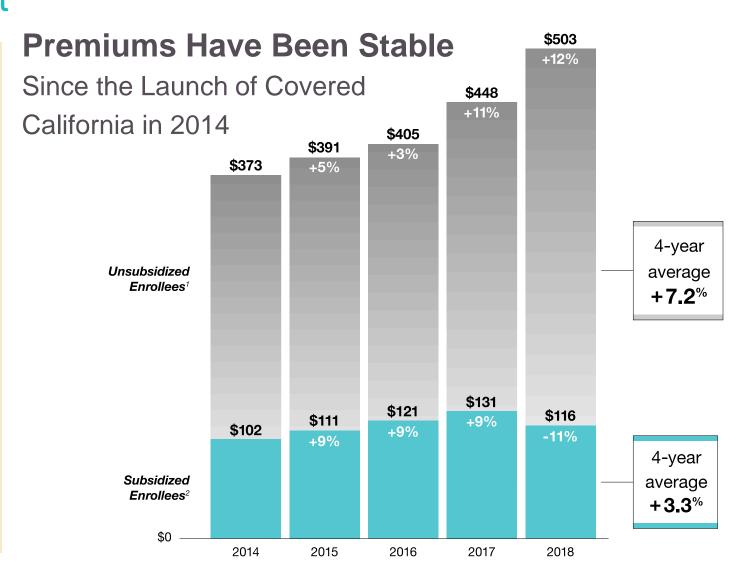


http://hbex.coveredca.com/data-research/library/CoveredCA Marketing Matters 9-17.pdf



California's individual market

- Covered California has held average annual rate increases to about 3.3% after tax credits for subsidized enrollees and 7.2% for unsubsidized enrollees, bringing stability to the individual market.
- The average cost of coverage for subsidized Covered California enrollees decreased 11% in 2018 to \$116 per member per month, a decline driven by the increase in the tax credit caused by the cost-sharing reduction surcharge.
- Over 1 million unsubsidized consumers buy coverage either through Covered California or directly from the same carriers in the individual market. For most of these consumers, premiums increased at an estimated average annual rate of 7.2%. While this is a better experience than many had in the pre-Affordable Care Act individual market, an average monthly premium of \$503 is still a significant expense for unsubsidized enrollees many of whom are working middle class individuals and families that nationally have a median income of \$75,000.





More choice, more affordability

Eleven health plans

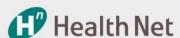
participate in Covered California across 19 rating regions. Covered California is also an entry point to Medi-Cal.



























Marketing Report

Colleen Stevens
Director of Marketing

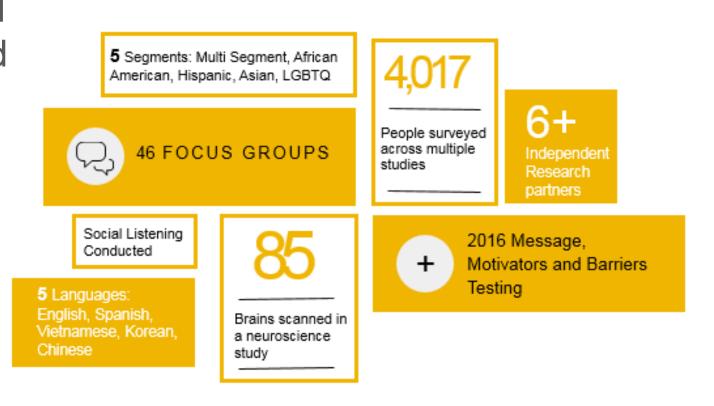


OE5 Marketing Successes



Marketing Successes: Research

- Robust research efforts informed marketing, including two phases of creative research with core segments of eligible population.
- Creative concept testing and campaign validation ensured concept was relevant, clear and motivating across segments.





Marketing Successes: The "Instant" campaign

- Integrated across media channels to amplify and strengthen our overall brand.
- The campaign was well received by the audiences and the Ad industry alike.









Marketing Successes: Creative

TV (Brand & DRTV)

Radio Print Out-Of-Home Digital







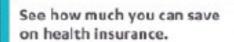
















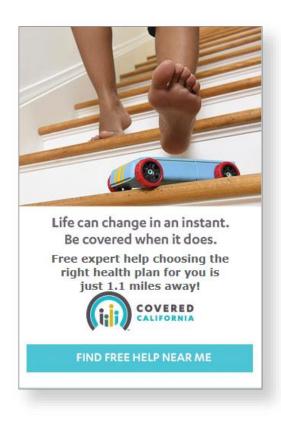




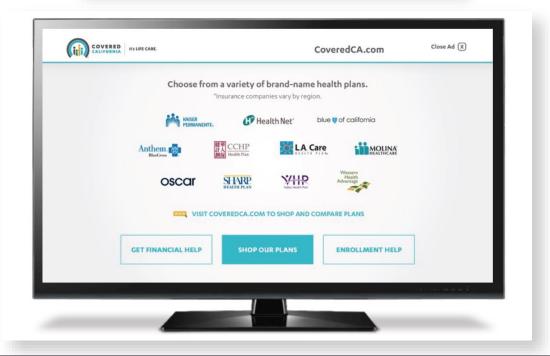
All TV ads can be viewed at youtube.com/user/CoveredCA

Marketing Successes: Digital Premium





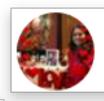






Marketing Successes: Social Media

Worked closely with the call center and IT to leverage social media channels to improve consumer experience and customer satisfaction.





Muchas Muchas Gracias .me dio la información que necesitaba





I just want to thank whoever is on your social media team for being so polite and helpful for all the people commenting here! Great job!



Christie Dough...

Covered California I am Very impressed with your constant replies sent with patience, professionalism, and offers to asssit. You probably don't get many thank yous so thank you.





Ana Gonzales

Muchas Gracias yo agradezco de todo corazon



Marketing Successes: Videos

Multiple animated videos were promoted on social media and through email to educate and answer frequently asked questions.



https://www.youtube.com/watch?v=bQuJTXDSgS0



https://www.youtube.com/watch?v=VjJPoQMb9eM



Marketing Successes: EDD Inserts

We will continue to included the logos of health insurance companies available through Covered California.

- Placement in: TV, Radio, Print, Digital, OOH, EDD Inserts
- Logos were regionalized in some media channels

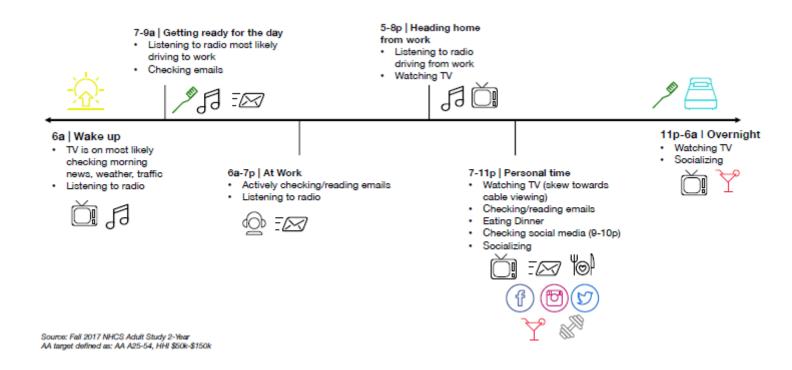




Marketing Successes: Paid Media

Media plan was informed by detailed audience profiles for each segment, including preferred media channels and time when it's being used.

Media Type	Avg. Hours Spent in P7D
Newspapers	2:20
E-Readers*	4:44
Magazines	5:55
Tablet	6:08
Game Console**	6:28
PC at Home	6:43
Streaming Media***	8:07
Radio	9:17
PC at Work	11:41
Television	14:22
Mobile Phone	15:34





Marketing Successes: Campaign Results

OE5 Performance:

- 63.6% or 2.8M of all new website visitors can be attributed to advertising
- 539K applications submitted directly attributed to advertising
- Results YOY:

OE5 KPIs	+/- over OE4
Total Budget	-1%
Total Impressions	-10%
Total Clicks	+29%
Video Completes	+6%
Total Engagements	+21%
Total New Enrollments	+2.4%

Key Learnings:

- As CC marketing spend increases, new enrollment increases
- As total spend (CC + QHPs) increases, retention increases
- TV spend (CC + QHP) has a positive effect on Retained enrollment; Social and Search also demonstrate positive effects on Retention
- Increased marketing spend (TV) is related to increased Silver Plan Enrollments and lower premiums



Marketing Successes: Award (SEP)

Special Enrollment Radio Ad, "Soccer"... scores and wins!





Casanova McCann Creative Director: Fernando Poblete Writers: Christian Mondragón and Fernando Poblete Produced by: Caitlyn Thompson.



OE6 Planning



OE6 Marketing Research Plan

- 3 Phases of message and creative research for OE6
- Phase 1: Message testing (quantitative) April 2018

1000 Total Sample

520 Multi-segment uninsured subsidy eligible

200 Spanish Dominant uninsured subsidy eligible

80 Chinese Dominant uninsured subsidy eligible

200 Multi-Segment uninsured non subsidy eligible

Phase 2: Creative (qualitative) – May 2018

10 focus groups (6 respondents each) of uninsured, primarily subsidy-eligible:

4 Multi-Segment (1 non subsidy), 1 Bilingual, 3 Spanish & 2 African American

Phase 3: Creative (qualitative) – June 2018

4 focus groups (6 respondents each) of uninsured subsidy eligible:

2 Multi-Segment & 2 Spanish



Research Key Findings: Creative Testing

Health coverage is One of Many Concerns

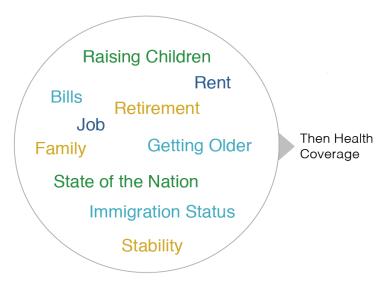
- Focus group respondents are aware that they need health insurance, understand its importance.
- Agree that health is *important*, just not as *urgent* as day-to-day concerns.
- "Peace of mind "and preventive care were top reasons for wanting health insurance.

Deep Belief that Health Coverage is Out of Reach

- Cost is the primary barrier to insurance and medical care.
- Out-of-pocket expenses (co-pays, deductibles, prescription drugs) are a frequent complaint, as they add to household cash-flow headaches.
- Cope by avoiding thinking about the risks to their health and trying their best and taking precautions to avoid illness.

"Life Can Change in an Instant" is Motivating

- The constant risk of rapid change is well understood.
- On its own, "Life Can Change in an Instant" is a motivating reminder that you can't take your health, or your family's health, for granted.
- Realistic situations can break down the perceptions of "invincibility" but too much negative realism can quell motivation if it does not provide a way forward.





Applying Research Learnings

Problem:

Consumers want insurance but believe they cannot afford it, and majority don't know or don't think they would qualify for financial help.









Solution:

We are in the process of developing solutions to speak directly to these consumers and help them understand that the financial help is for them, and health insurance can be affordable.

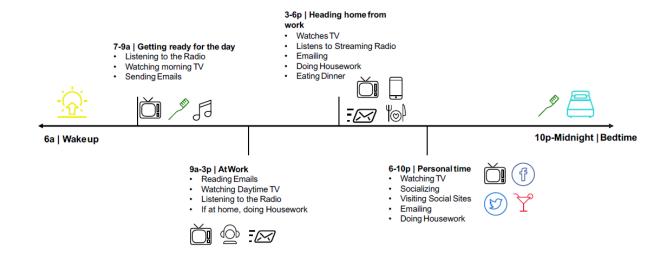


Media Highlights

- Soft launch (low level TRPs) for all segments and markets on 10/15
- Income parameters set to \$25k-\$130K in an effort to reach sub-eligible in the 138-250% FPL
- Heavy up leading up to key deadlines (12/15 and 1/15)
- Planning media for deadline extension week of 12/17 in Paid Social and Radio

- Adding OOH for MS and LGTBQ segments in key markets
- No DRTV on Mondays to alleviate call center volume
- Tactical changes to continue to refine plans based on OE5 performance and "Day in the Life" segment profiles (HM segment example below)

Media Type	Avg. Hours Spent in P7D
Newspapers	2:02
E-Readers	4:18
Magazine	4:43
Tablet	5:29
Game Console	5:56
PC at Home	6:19
Streaming Media	6:24
Radio	8:23
PC at Work	9:55
Mobile Phone	11:59
Television	11:34

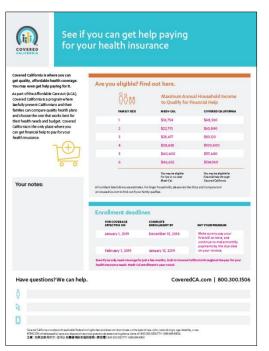


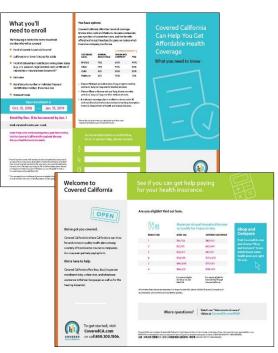


Co Updates

Collateral updated to:

- Reflect OE6 dates and 2019 plan year rates
- Omit the use of "open enrollment" term
- Remove individual mandate language
- Add "short-term" language (English and Spanish only)



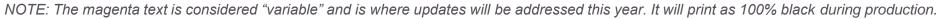


Expected availability:

- Partner Toolkit by 7/15
- KP Print Store by 7/31

Dates above reflect English and Spanish only. Other languages to follow approximately one month later







Social Efforts

- Ongoing Content (Informing, Engaging, Customer Service)
- Support Comms' efforts
 - ■Bus tour, press releases, enrollment events, *Real Stories* videos
- Sales and External Affairs customized toolkits
- Additional plans in progress















Video Content

Animated Educational Videos

















Member Communication Videos











Link: https://youtu.be/SUHQkmY7ZoI

Areas of opportunity



Areas of Opportunity for growth:

- Additional segmentation beyond ethnicity and language
- Content Marketing
- Digital Marketing and Analytics



Communications Report

Jagdip Dhillon Communications Manager



Accomplishments

Covered California's outreach and earned media efforts to promote awareness and enrollment paid huge dividends in OE5.

- Three bus tours
- 200+ interviews with newspapers, radio, television and online news sources.
- Generated over 270 million impressions.
- Ad value of over \$10 million.



Murals Project











Murals Project















Earned Media



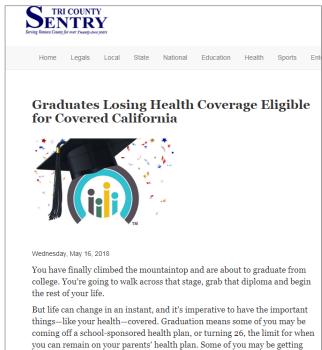






Earned Media





married and entering a new phase of life.

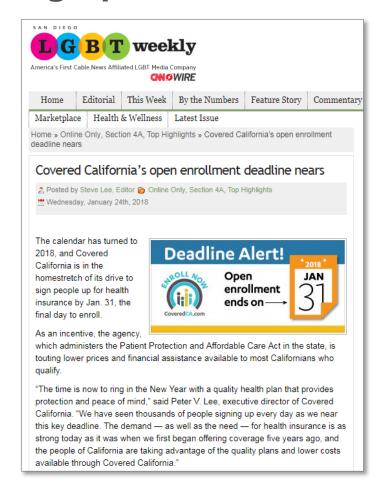




Ethnic Media Outreach

Print ready articles and graphics:







Ethnic Events

- African-American (Coffee and Conversations)
- API Roundtable; Bus tour stops
- MLK Parade













Special Enrollment

Graduation campaign for Special Enrollment



News Release

Media line: (916) 206-7777

Email: media@covered.ca.gov

FOR IMMEDIATE RELEASE May 25, 2018

Covered California Launches New Campaign Focused on College Graduates to Make Sure They Get Health Coverage

- Commencement speakers will remind thousands of new graduates that "life can change in an instant" – making it important for them to have health coverage, so they can get the health care they need as they set out in life.
- A <u>new video</u> distributed on social platforms will remind graduates who may be losing their health coverage to check out Covered California for affordable options.
- Covered California Executive Director <u>Peter Lee congratulates graduates</u> and reminds them to protect their futures by getting health insurance.
- Covered California provided more than 70 campus health centers with materials to educate graduating students about new health insurance options available through Covered California
- The "special enrollment" campaign for graduates is launching amid new data showing California's uninsured rate is at an all-time low.



COVERED

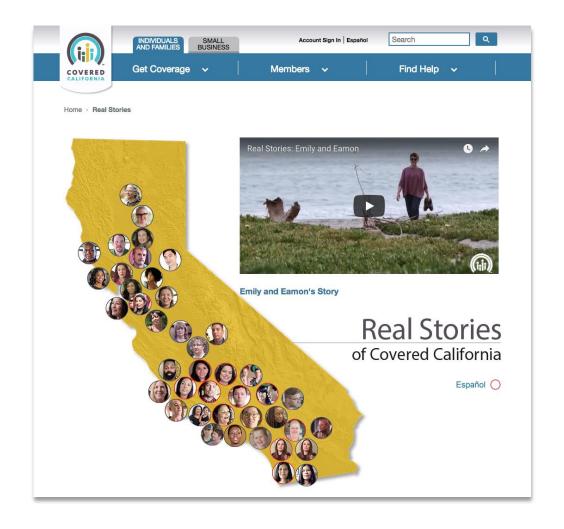
CALIFORNIA





Real Stories

We continue highlighting "Real People" who are utilizing coverage through Covered California by having them tell their story, including 10 in Spanish like the story of Josefina, who signed up during Special Enrollment last year.





Real People: Josefina



Josefina Meneses of Compton https://vimeo.com/232860163



Outreach & Sales Report

Terri Convey
Outreach & Sales Director



Outreach & Sales

Successfully working with agent and community partners to reach Californians. After 'Five Years Strong' we are close to universal coverage with only a little over 3% of the eligible population still uninsured.



We work with

13,867	Certified Insurance Agents
1,014	Navigators
1,615	Certified Application Counselors
591	Plan based enrollers
23	Medi-Cal enrollers

53% of consumers use in-person assistance

Helping Consumers find local help

Free and Confidential Enrollment Help **Find Help Now** Local Help **(**) **Enrollment Centers** Help On-Demand Have a Certified Enroller Call You 0 Certified Enroller Call Us: (800) 300-1506 **(**) Events Near You Covered California Service Center \odot (D) Local County Offices Live Chat (Medi-Cal Enrollment) Chat With a Covered California Service Representative

Find Local Help: www.coveredca.com/get-help/local



Covered California Storefronts

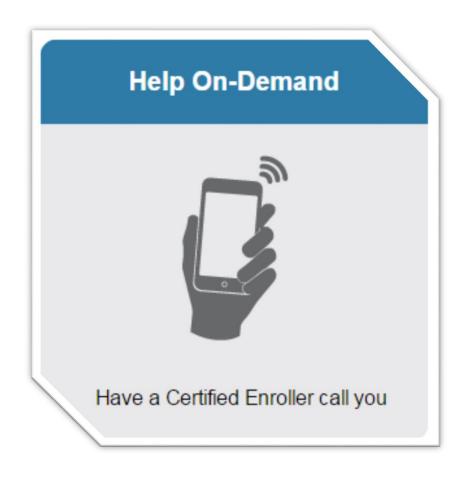


- In-person enrollment assistance
- Certified Insurance Agents,
 Navigators and Certified Application
 Entities
- Search by zip code, days/hours of operation, and languages spoken
- 760+ approved Storefronts

http://www.coveredca.com/get-help/local/



Help On-Demand

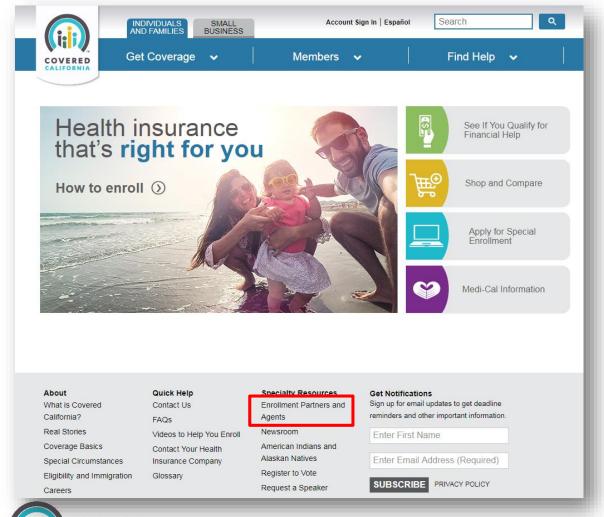


- Online tool that let's consumer request call back from certified enroller
- Certified enrollers with proven success
- Call back within 30 minutes
- 17 languages offered

http://www.coveredca.com/get-help/local/

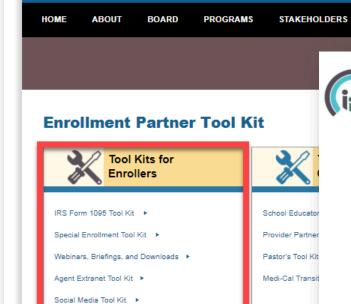


Online resources for our enrollers





Toolkits



COVERED CALIFORNIA

THE CALIFORNIA HEALTH BENEFIT EXCHANGE



IRS Form 1095 Tool Kit

The Affordable Care Act (ACA) requires IRS Forms 1095 – A, B, and C be provided to consumers and a copy to the IRS. Review our IRS Form 1095 – A, B, and C Quick Guide for a quick overview about each IRS Form 1095. Also, refer to the <u>Tax Preparation Help for Consumers Handout</u> that includes details about where consumers can find a licensed or registered tax preparer or low-cost tax preparation services.

IDS Form 100E A

2018 Special Enrollment Toolkit Certified Enrollers

CAREERS

RESOURCES

A "one-stop shop" for Covered California's Special Enrollment Period where enrollers can find information on Qualifying Life Events, Special Enrollment Verification, Health, Dental and Vision Plan information, as well as resources in order to support Covered California consumers.

GRANTS

Check back frequently for updates.

COVERED

SOLICITATIONS

AGENTS

Special Enrollment Resources

Resource	Туре	Description	Date Updated
Special Enrollment	Quick Guide	Special Enrollment at a glance.	01/26/2018
Special Enrollment Verification	Quick Guide	Information on Covered California's Special Enrollment Verification process and how to assist consumers with Special Enrollment verification needs.	01/26/2018
Special Enrollment Job Aid	Job Aid	Walkthrough of the online application for Special Enrollment.	01/26/2018
Special Enrollment FAQ	Facts Sheet	Commonly asked questions and answers regarding Special Enrollment.	09/27/2017

ive a Covered California notice with their IRS Form 1095-A and instructions. This imers determine whether the amount of premium assistance, or Advanced Premium paid to Covered California Health Insurance Companies on their behalf in the 2017 are or less than the amount they were actually eligible to receive based on their

5, consumers that are determined APTC eligible and then later determined Medi-Cal erlapping coverage, do not generally have to repay the APTC received during the However, if a consumer is currently enrolled in both Medi-Cal and a Covered an with APTC they must Contact Covered California immediately.

links to access resources with more detailed information regarding the IRS Form

lotice

m 1095-A section on CoveredCA.com

Video for consumers "Accessing Your 1095-A Form"

onsumer's dispute will not be resolved by the tax filing deadline and the consumer to do regarding their taxes, advise the consumer that Covered California cannot but they may visit the <u>IRS website</u>, which offers "Help and Resources" for taxpayers our <u>Tax Preparation Help for Consumers Handout</u> that includes details about where a licensed or registered tax preparer or low-cost tax preparation services.

give tax advice to consumers on how to file their federal income taxes. **DO NOT** fill s. Your role is to educate consumers about the purpose and importance of the IRS 'You may assist consumers with filling out the Covered California 1095-A Dispute in IRS Form.

a the following IRS forms when completing the process. They are provided for not assist consumers with filling out these tax forms:

195-1 162

162 165

nore information on exemptions from the individual mandate here.

es Division

January 24, 2018



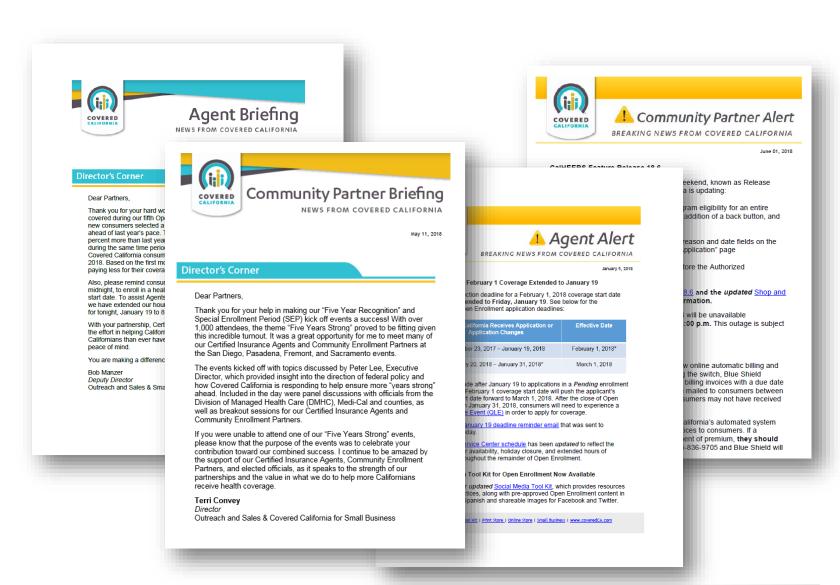
Subsidy-Eligible Maps Tool Kit >

Storefront Tool Kit >

Small Business Tool Kit >

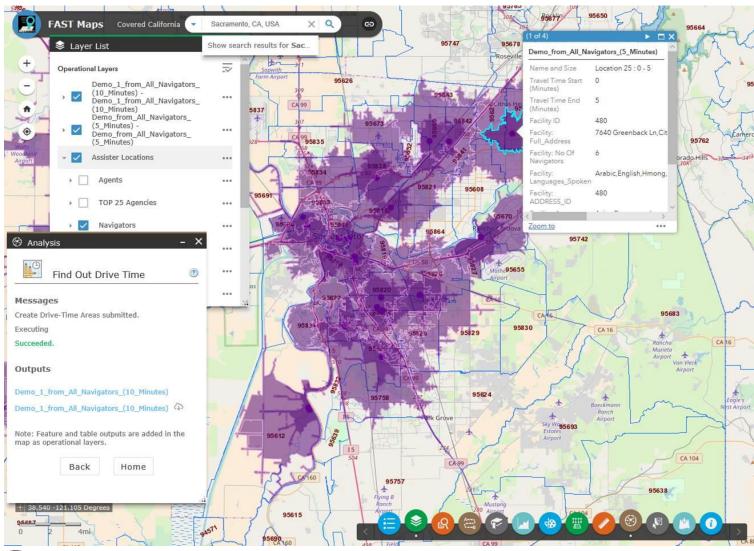
eNews communications

- Enrollers stay informed
- Monthly briefs
- Adhoc alerts





Heat Maps help enrollers find uninsured populations



- Real time access to maps that identify where subpopulations based on income, language and ethnicity are located
- Drive-time analysis from storefronts, hospitals, clinics and community centers
- Helps find enrollment gaps or opportunities







More than **1,000** people attended San Diego,
Pasadena, Fremont and Sacramento 'Five Years Strong' celebration events during special enrollment 2018.

2018 Special Enrollment Kickoff Events



Getting the word out with grassroots marketing



- Phone Banks
- Event partnerships
- Bus tours
- Open Houses
- Call campaigns
- Onsite enrollment
- Banners, signs, handouts
- Healthy community and Healthy campus challenges



MOEA Advisory Group Historical Review & Open Discussion

Doug McKeever / Group



2012 Board approved Marketing, Outreach and Enrollment Assistance Advisory Group

- Advisory group scope Advisory group will provide advice, recommendations and serve as sounding board to the Exchange Board and staff.
- Marketing, Outreach and Enrollment Assistance Marketing strategies by target population and media channel, effective community outreach strategies, and strategies for providing in-person assistance with enrollment in insurance affordability programs.
- Advisory group structure Members will serve two-year terms and Exchange staff will evaluate advisory process and recommend to Board any changes needed to scope, structure or composition.
- Advisory group composition Will be tailored to the scope of the group. May be limited to 12 to 15 members in order to ensure meaningful participation by all members.



2012 Board recommendation for MOEA Advisory Group

Individuals with direct and substantial experience in:

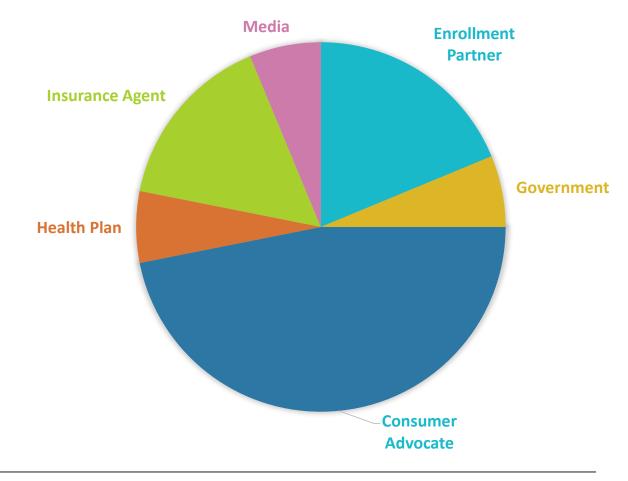
- Health care marketing and/or marketing to Exchange target populations
- Public relations
- Community outreach
- Facilitating enrollment in health coverage
- Enrolling hard to reach populations
- California Department of Health Care Services (ex officio)
- Managed risk medical insurance board (ex officio)



Current MOEA Advisory Group

- More than 30 participants
- No term limits
- Six membership categories
- Bi-annual meetings
- Covered California Marketing, Communications and Outreach & Sales Reports

32 Participants from six categories





Looking ahead to another 'Five Years Strong'

Purpose

 What are some of the ways that the MOEA advisory group can help Covered California in its mission to reach diverse populations? And lower the overall uninsured rate?

Scope

 What should the scope be? Input on marketing, outreach and in-person assistance strategies? Anything else?

Structure

- What is the right number and mix of members?
- Two year terms?
- Meeting frequency?



Next steps

- Charter
- Nomination Process
- Calendar
- Participation requirements
- Scope recalibration
- Meeting agenda and follow-through



Appendix



Bagley-Keene Open Meeting Act

- As an advisory group created by formal action of the Board and consisting of 3 or more persons, the MOEA Advisory Group is subject to Bagley-Keene.
- Purpose: Allow the public to monitor and participate in the government's decision-making processes.
- Sets forth specific requirements regarding:
 - -Definition of "meeting"
 - -Notices and agendas
 - -Public participation
 - -Accessibility of meetings and records
 - -Meetings conducted by teleconference



MOEA Advisory Group Participants

- Alameda Health Consortium
- Altamed
- APAC Insurance Services
- Anthem Blue Cross
- Asian Americans Advancing Justice
- Blue Shield of California
- California Association of Health Underwriters
- California Black Health Network
- California Black Media
- California Immigrant Policy Center
- California Pan-Ethnic Consumer Network
- California Primary Care Association
- California Welfare Directors Association
- Clergy and Laity United for Economic Justice
- Community Health Councils
- Department of Health Care Services
- Equality California
- Fresno Metro Black Chamber of Commerce
- Health Access California

- Health Alliance of Northern California
- Health Net
- Hmong Mien Lao Community Action Network
- Latino Coalition for a Healthy California
- National Medical Association
- North Coast Clinics Network
- Ortiz and Associates
- Quote Selections
- Radio Bilingue
- San Diego Black Health Associates
- San Mateo County Health System
- San Ysidro Health Center
- South East Asian Resource Action Center
- The Children's Partnership
- University of California, Los Angeles
- Valley Health Plan
- Vision y Compromiso
- Wright-Way Financial Insurance Services
- Young Invincibles



Thank you!

